Pathways to Diversity:
The University Office of Global Programs
Diversity Strategic Plan

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Opportunity

UOGP’s First Diversity Plan as an independent unit

Uniquely poised to impact diversity
Defining Goals

Preaching to the choir?

- Shared goals
- New perspectives

All underrepresented, underserved

Seven Challenges
Goal #3 of Penn State Strategic Plan

“Realize Penn State’s Potential as a Global University.”

“Over the next ten to twenty years, the top tier of the world’s universities will be defined by those that . . . emerge as global institutions: universities whose faculty, staff, and students work and study in a global context.”

-Priorities for Excellence: The Penn State Strategic Plan 2009-14, pg. 23
UOGP Strategic Plan Goals

Realize Penn State’s Potential as a Global University

Expand and diversify education abroad enterprise.

Expand and diversify international student population.

Global Citizenship & Global Leadership

Build transformational partnerships around the world.
Global Citizenship

For all Penn State students, faculty and staff ........
Global Leadership

- In scholarship and international engagement
Education Abroad at Penn State: Participation by Region, 09/10

Traditional Study Abroad (N=1,648)

 embeded Programs (N=915)

Europe, 1175, 71.3%

Asia, 138, 15.1%

North America, 52, 5.7%

Latin America, 121, 13.2%

Australia/New Zealand, 74, 4.5%

Middle East, 11, 0.7%

Various locations, 2, 0.1%

Europe, 496, 54.2%

Africa, 31, 3.4%

Caribbean, 46, 5.0%

Africa, 42, 2.5%

North America, 134, 8.1%

Australia/New Zealand, 18, 2.0%

Middle East, 13, 1.4%

North America, 74, 4.5%

Latin America, 136, 8.3%

Asia, 18, 2.0%

Middle East, 46, 5.0%

North America, 52, 5.7%

Various locations, 2, 0.1%

Europe, 1,648, 100.0%
Education Abroad at Penn State: Participation by Race/Ethnicity, 09/10

Education Abroad Participants: Traditional + Embedded (N=2,563)

Total Enrollment at Penn State by Race/Ethnicity Fall 2009 (not including World Campus)

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>66,281</td>
<td>76.0%</td>
</tr>
<tr>
<td>International</td>
<td>4,442</td>
<td>5.1%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>4,367</td>
<td>5.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>3,796</td>
<td>4.4%</td>
</tr>
<tr>
<td>Race/Ethnicity Unknown</td>
<td>3,520</td>
<td>4.0%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>3,397</td>
<td>3.9%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>1,177</td>
<td>1.4%</td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>129</td>
<td>0.1%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>54</td>
<td>0.1%</td>
</tr>
<tr>
<td>Total</td>
<td>87,163</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
Total International Students at Penn State: 4,985

Note: Numbers do not include those studying in special programs (e.g., Intensive English Communication Program, Music Professional Performance Certificate, Power Engineering Program, Turfgrass Management Performance Certificate), students enrolled at Pennsylvania College of Technology, practical training numbers, nor World Campus students.
GEN Strategy

GEN = Global Engagement Network

Select partnerships with compatible institutions

Leverage resources to solve global challenges

Multidisciplinary research, teaching, and service

The Global Engagement Network does not preclude other types of collaborations.
Inclusive Planning Process

- UOGP Staff Meetings
- Unit-specific Meetings
- Office Administration Advisory Committee

Diversity Strategic Plan

Key for Success: Involvement of the whole office
Identified Challenges to Diversity

Framework to Foster Diversity

- Understanding of Diversity
- Welcoming Campus Climate
- Diverse Workforce
- Diverse Student Body
- Curriculum Development
- University Leadership and Management
- Organizational Change
Systematic Brainstorming

Key for Success: Matrix
# The Plan

University Office of Global Programs

Pathways to Diversity

A Framework to Foster Diversity at Penn State, 2010 – 2015

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# Diversity Plan Matrix

<table>
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<th>Goals</th>
<th>Strategies</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| Enhance shared understanding of diversity within UOGP                 | • Devote UOGP staff meetings to diversity strategic plan creation, reporting and measurement  
• Establish semi-annual staff retreat with focus on supporting diversity in UOGP work  
• Include participation in Diversity Workshop Series and other diversity presentations into Staff Review and Development plans  
• Establish Office Administration Advisory Committee (OAAC) to address intra-office issues; charge OAAC to monitor diversity progress and create sub-committee to examine climate concerns. Annually assess committee membership to ensure diverse representation (unit, gender, ethnicity and underrepresented groups) | Implementation plan created by March 2010  
Staff retreat held semi-annually to address progress towards diversity goals  
Additional strategies on-going, assessed annually |
| Promote a community understanding of diversity within UOGP and across University | • Create UOGP mission statement with focus on diversity and global citizenship and publicize mission statement on UOGP materials  
• Publish list of underrepresented and underserved categories of students on UOGP intranet to maintain awareness of underserved populations  
• Encourage staff participation in professional organizations to support on-going diversity initiatives within the field of international education | Mission statement publicized by December 2010  
On-going, assessed annually |

## Indicators of Success

- Participation of all employees in diversity strategic planning through unit activities
- Completion of implementation plan for UOGP diversity strategic plan
- Creation of OAAC, sub-committee, and evaluation tool to measure staff awareness of diversity concerns
- Evidence of participation in Diversity Workshop Series and other diversity presentations; increased staff awareness of diversity issues
- Mission statement created, publicized on UOGP Web site
- Publication of categories of underrepresented and underserved students
- Increased staff participation in diversity-related initiatives through relevant professional organizations as monitored through SRDP process
Challenge One: Develop a Shared Understanding of Diversity

- Diversity Presentations
- Diversity Workshop Series

Staff Review and Development Plans
Challenge Two: Welcoming Campus Climate

- Workshops with HR
- Participation in Diversity Programs
- Collaboration with on-campus diversity resources
Challenge Three: Diverse Student Body

- EA Scholarships
- International student orientation
- Global Engagement and Leadership Experience (GELE)
Initiatives to Diversify EA at Penn State

UOGP Grants and Scholarships

- Whole World
- Scholarships (WWS)
- Africa and Latin America Grant-in-Aid

Diversity Grant-in-Aid Application (DGIA)
Challenge Four: Diverse Workforce

Mentor programs for underrepresented populations
- As Mentors
- As Mentees

Diversity protocols
- Search Committee
- Employee Orientation
### Challenges Five & Six: Curriculum Development & Support for Academic Units

<table>
<thead>
<tr>
<th>Embedded Programs</th>
<th>GEN Strategy</th>
<th>Internationalizing College/Campus</th>
</tr>
</thead>
</table>

### Opportunities through internationalization

<table>
<thead>
<tr>
<th>Advancement</th>
<th>Professional Development</th>
</tr>
</thead>
</table>
Challenge Seven: Organizational Change

UOGP as locus of internationalization

Inventory of current international engagements

Network to promote interdisciplinary collaboration
## Implementation

### Challenge 4: Recruiting and Retaining a Diverse Workforce

#### Goal: Maximize use of hiring practices that further diversity efforts

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Timeline</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Require participation in Hire Power presentation to learn about diversity recruitment recommendations and strategies</td>
<td>On-going and assess annually</td>
<td>DGAP</td>
</tr>
<tr>
<td>Establish search committee protocols to include diversity recruiting tactics</td>
<td>On-going and assess annually</td>
<td>DGAP</td>
</tr>
<tr>
<td>Utilize “Diversity Talent Bank” and other on-campus resources for hiring for diversity</td>
<td>On-going and assess annually</td>
<td>DGAP</td>
</tr>
<tr>
<td>Develop consistent new employee orientation to include cross-cultural communication models</td>
<td>On-going and assess annually</td>
<td>DGAP</td>
</tr>
<tr>
<td>Explore opportunities for limited hiring of staff on H1-B visas</td>
<td>On-going and assess annually</td>
<td>DGAP</td>
</tr>
</tbody>
</table>

#### Goal: Support staff through on-going development and training

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Timeline</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide mentor in UOGP to help new hires adjust to campus and community</td>
<td>December 2010 and assess annually</td>
<td>DGAP</td>
</tr>
<tr>
<td>Encourage staff to participate in existing mentor programs for underrepresented populations, both as mentors and mentees</td>
<td>December 2010 and assess annually</td>
<td>Executive Council</td>
</tr>
<tr>
<td>Encourage all staff to participate in diversity trainings (as outlined in Challenge One) and provide support for participation</td>
<td>December 2010 and assess annually</td>
<td>Executive Council</td>
</tr>
<tr>
<td>Develop a reciprocal evaluation system with a focus on support for diversity</td>
<td>December 2010 and assess annually</td>
<td>DGAP, Vice Provost</td>
</tr>
</tbody>
</table>

#### Indicators of Success

- 100 percent staff attendance at Hire Power training
- Protocols posted on UOGP intranet
- Improved staff retention rates
- UOGP mentorship program developed and increased participation in existing on-campus mentor programs
Questions?
Comments?